

Coalition for Juvenile Justice

Strategic Plan

July 1, 2011 - June 30, 2014

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SECTION I. VISION, MISSION, CORE VALUES AND GUIDING PRINCIPLES

VISION

The Coalition for Juvenile Justice (CJJ) envisions a nation where fewer children are at risk of delinquency; and if they are at risk or involved with the justice system, they and their families receive every possible opportunity to live safe, healthy and fulfilling lives.

MISSION

CJJ is a nationwide coalition of State Advisory Groups (SAGs) and allies dedicated to preventing children and youth from becoming involved in the courts and upholding the highest standards of care when youth are charged with wrongdoing and enter the justice system.

HISTORY AND STANDING

Since 1984, CJJ has supported a broad and active coalition across all 56 U.S. states, territories and the District of Columbia, as the nonprofit association of Governor-appointed SAG members operating under the Juvenile Justice and Delinquency Prevention Act (JJDP), along with allied staff, individuals and organizations. CJJ members include concerned individuals, practitioners, advocates and youth who voluntarily serve at the state and national levels. CJJ is governed by an Executive Board of national and regional officers. All of CJJ's formal positions on policy and related matters are developed and approved by a super-majority of the CJJ Council of SAGs. The Council comprises the Chairs or Chair-designees of SAGs holding membership in CJJ.

CJJ'S SUBSTANTIVE AREAS OF WORK

- Promoting evidence-informed policies and practices in delinquency reduction and prevention.
- Educating the public and advising government on urgent state and local issues and needs in federal juvenile justice policy.
- Assisting the states (inclusive of states, territories and the District of Columbia) to meet the core requirements of the JJDP.
- Instituting juvenile justice system reforms to improve racial/ethnic fairness, accessibility and overall quality of community, and court-based policies and practices.
- Linking national, state and local advocates and organizations together, across many disciplines and circumstances, to pursue a common mission.

CORE VALUES AND GUIDING PRINCIPLES

CJJ is member-driven, welcoming, inclusive, effective and accountable.

CJJ values and consistently strives to:

- Engage and strengthen the efforts of its state-based members and partners.
- Represent CJJ members' views and expertise with policy makers and decision makers in Congress, and at the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP) and Office of Juvenile Justice and Delinquency Prevention (OJJDP), as well as with the President, Executive Branch, U.S. Supreme Court and across the larger federal government.
- Promote approaches grounded in data, evidence and principles of adolescent development, to produce positive outcomes for youth, families and public safety.
- Emphasize participation and leadership of diverse constituents, with intentional focus on engaging youth and families, leaders of color, system practitioners, community-based providers and advocates.
- Uphold excellence, accountability, transparency, inclusion, diversity, fairness and justice in its work, both internally and externally.
- Use its resources in ways that are smart, effective and cost-efficient, with a steadfast commitment to core principles, positions and strategic goals.

SECTION II. CRITICAL ISSUES, CHALLENGES AND OPPORTUNITIES

To ensure that the 2011-2014 CJJ Strategic Plan responds to the goals and interests of CJJ members and stakeholders, and to take into account various trends and opportunities, a series of inputs were sought in 2010. Nearly 300 CJJ members completed a national survey developed by the CJJ Strategic Planning Committee, designed to assess the organization's strengths, weaknesses and opportunities. In addition, the CJJ Executive Board, National Youth Committee and Staff participated in discussion sessions. The Strategic Planning Committee also conducted interviews with individuals with strong familiarity and interest in CJJ, including experts, policy makers/policy staff, federal leaders and grant makers in the fields of juvenile justice and delinquency prevention. The following captures major themes and feedback provided to CJJ. Such input is incorporated into the goals, strategies, objectives and expected key results for July 1, 2011 - June 30, 2014.

BROADER SOCIAL/POLITICAL CONTEXT

Recent elections have shifted the balance of power at the federal and state levels. Outreach and educational efforts are needed with a new cadre of policy makers. It is critically important for CJJ to engage policy makers across the political spectrum.

Inattention at the federal level, especially related to juvenile justice policies and programs, has taken a toll. As we begin this strategic plan cycle, OJJDP remains without a permanent administrator, JJDP reauthorization has stalled, decreases in federal juvenile justice appropriations to states continue despite increased costs and apparent needs, and punitive legislation pertaining to youth continues to be introduced by members of Congress.

SAGs vary in their organization and position, yet frequently cited concerns voiced by SAG members include overall lack of visibility, leverage and influence for SAGs in their own states, including, at times, with their governors, legislatures and congressional delegations. SAG members express strong interest in having more impact on gubernatorial, legislative and operational matters that impact the administration of juvenile justice and delinquency prevention in their states.

CJJ'S OPERATIONAL CONTEXT

The loss of CJJ's cooperative agreement grant and partnership with OJJDP since 2003 has taken a toll on SAG members' full participation in CJJ. Because CJJ no longer has OJJDP's support, members must choose where to be involved, where to spend state travel monies and where to allocate other scarce resources. SAG members describe being torn between participating with CJJ and participating with other contractors/grantees supported and preferred by OJJDP. A common example cited was members' being obligated to attend OJJDP sponsored meetings versus CJJ sponsored meetings.

CJJ's budget is now larger than it was in 2003. CJJ has thrived and become influential as a partner with Models for Change, the Juvenile Detention Alternatives Initiative (JDAI), the National Juvenile Justice Network and other reform-oriented projects funded by private monies.

Frequent criticism of CJJ is related to insufficient funding for core services to the SAGs, including training and technical assistance, conferences, annual reports and other publications -- formerly funded through federal grants. Yet, also expressed is a strong sentiment that it is futile to continue to expect that CJJ can perform the historic federal grant functions without the associated hundreds of thousands of dollars of annual federal support and tacit endorsement that CJJ once received from OJJDP. Better communication of "who CJJ is now" and what CJJ has to offer is needed. As cited by many, there is much of which to be proud.

The strength most often mentioned is the staff's intelligence, strategic acumen and skills, including their accessibility, professionalism and responsiveness. In addition, high praise was given to CJJ's impact on the federal policy landscape. CJJ's service to the broader membership and the field through conferences, publications, newsletters, listservs, committees and conference calls is appreciated.

CRITICAL OPPORTUNITIES

There is growing recognition that juvenile detention, correctional and residential facilities are largely populated by youth with multiple needs who are at low risk of chronic, repeated offending. Coupled with continued declines in rates of violent offending by juveniles, this is stimulating greater nationwide focus on reducing over-reliance on detention/incarceration as a primary approach to delinquency. CJJ can exert more leadership in this area by promoting the effectiveness of alternatives to adjudication, out-of-home placements, detention and incarceration and working to reduce lengths of stay for all youth.

Momentum for juvenile justice system reform continues to mount across the states, as evidenced by increased adoption and adaptation of progressive policies and practices aimed at keeping at-risk youth out of the justice system, reducing criminalization of youth behavior, and limiting justice-system involvement/institutionalization. CJJ can play a significant role in promoting federal and state policies and practices that advance the aforementioned ideas.

It is now widely understood that racial/ethnic disparities occur in juvenile justice system responses to youth of color and their families, leading them to experience harsher and far less productive contact with the justice system, even when controlling for variables related to poverty, home and social environments. Following many years of policy leadership on disproportionate minority confinement/contact (DMC), it is widely believed that CJJ is well positioned to increase the emphasis on productive DMC policy, as well as to develop specific practice guidance for DMC reform.

The fiscal crisis and budget deficits are prompting state and local policy makers to rethink policy and practice. Justice system improvements and efficiencies are being documented throughout the nation to demonstrate ways to divert youth from the courts and justice system into highly effective family and community-connected services. Cost effectiveness and improved outcomes can be demonstrated and promoted by CJJ and its members.

CJJ is asked by its members and field allies to play a more substantive role in helping states to meet the requirements of the JJDPa by working more closely with the SAGs to maximize their effectiveness as state partners, and helping them to be more centrally involved in improving overall juvenile justice systems, programs and policies in their states.

CJJ is highly valued by members as an influential “voice of the SAGs/states” in progressive federal juvenile justice policy, system change efforts and practice standards responsive to states’ interests and needs. CJJ members seek a greater connection to the federal policy work and would like to be more engaged as a vital asset in ensuring that federal policy and appropriations provide positive support for states, youth and communities.

CJJ members also seek more contact with CJJ staff and leaders at home in their states, in the form of more communication, visits, opportunities close to home – for SAG members to gain from the information and support CJJ staff and Board members have to offer.

CJJ is asked to assist its members in working more effectively with both political parties, prosecutors, law enforcement, victims, legislators and others who may not readily agree with

CJJ's juvenile justice reform goals.

SAG members are devoted to CJJ, its goals and purposes. Each year, CJJ members contribute tens of thousands of voluntary hours, thousands of dollars in personal contributions, and engage in the organization's work in ever-increasing numbers. This is to be celebrated and further supported.

SECTION III. **STRATEGIC GOALS AND OBJECTIVES FOR** **JULY 1, 2011 - JUNE 30, 2014**

To reach its goals, CJJ will emphasize the following activities:

- Policy education and advocacy.
- Peer assistance and technical assistance to the states.
- Peer-to-peer and professional networking.
- Federal and intergovernmental relations.
- Research-to-practice publications and educational activities.
- Member communications in a range of formats, including in person, on the phone, on listservs and email, on teleconferences and webinars, in training conferences, and via group and individual technical assistance sessions.
- Member-driven leadership committees and leadership development.

The ambitious agenda set forth on the following pages requires CJJ to align and use its resources carefully. There may be a need to contract efforts in some areas in order to expand in others. Nevertheless, the work described in the sections that follow is ongoing and reflects CJJ's priorities and commitment to working with and across the states on juvenile justice reform, as well as the prevention and reduction of delinquency. CJJ is committed to building and supporting the capacity of SAG members and allies to work on multiple priorities.

During the three-year time frame, CJJ will face unanticipated challenges and opportunities that may affect its objectives and specific measurable results. In addition, our ultimate success is interwoven with the actions of many public and private entities that may support or challenge our progress.

Annually, CJJ will evaluate its progress toward these goals, while being responsive and proactive to the changing landscape and organizational needs/opportunities.

Goal #1: Serve as the leading national organization on effective federal legislation, regulations, rules and policies pertaining to juvenile justice and delinquency prevention.

STRATEGIES TO EMPLOY

- CJJ will continue to be a credible, respected and highly-sought-after national resource, giving “voice” to state needs in federal legislation, regulations, rules and policies on juvenile justice and delinquency prevention. CJJ will seek to ensure that federal policy making and leadership is developmentally appropriate, based in science, and promotes racial fairness, and youth and community safety.
- CJJ will expand its efforts to represent its members, principally the SAGs, and work to enhance communication between SAG members and federal policy makers to inform and guide juvenile justice policy and practice at the national, state and local levels.
- CJJ will enhance its efforts to support “voice” and input from SAGs and members provided to federal agencies as they implement federal policy, regulations and standards/expectations to improve juvenile justice reforms and policies in states and communities.
- CJJ will keep its members and the field well-informed by continuously monitoring the federal policy landscape, recently released reports, initiatives, and other developments from national criminal/juvenile justice groups, and activities of the Executive and Congressional branches.
- CJJ will continue to strengthen its role as a convener and consensus builder, with a broad diversity of organizations operating at the national level, to ensure values-based and evidence-informed policy making.

OBJECTIVES & EXPECTED KEY RESULTS

1.1) Advance federal policies that support progressive juvenile justice reforms, reflecting best practice standards at the state and local levels and with adherence to CJJ member-defined positions.

- A. Ensure the passage of a strong and progressive reauthorization of the Juvenile Justice and Delinquency Prevention Act (JJDP A).
 - » Increase communication of the goals and positions contained in CJJ’s Platform on JJDP A Reauthorization to media outlets, Congress, the federal administration, governors and municipal leaders who share our vision.

- » Increase SAG member and state support/pressure to get the JJDPa reauthorized.
- » Support and develop stronger and greater ties between CJJ/SAG members and members of Congress from both parties.
- » Develop stronger member presence and influence with the committees of jurisdiction for the JJDPa.
- » Demonstrate to federal decision makers how their policies and standards affect state and local circumstances, services and results.

1.2) Represent state “voice” for effective federal policy solutions that directly impact at-risk or justice-involved youth and families.

- A. Conduct ongoing outreach and inquiries to gather state/SAG views and perspectives through surveys, analyses and frequent member communications.
- B. Develop findings and recommendations, including policy briefs, research papers, advocacy materials and primers.
- C. Increase promotion and distribution of CJJ member positions and views:
 - » Targeted distribution to policy makers, field partners, etc.
 - » Member distribution in districts and on the Hill.
 - » Convene information sessions, briefings, webinars, teleconferences, etc.

1.3) Develop stronger CJJ staff and member presence and influence with DOJ (OJJDP and OJP), as well as the White House and its policy designees from the President’s Domestic Policy Council.

- A. Continue to advocate for CJJ to serve as the formal and recognized advisor (per the JJDPa) to the President, Congress and DOJ with respect to state views and perspectives on juvenile justice.
- B. Ensure that all findings and recommendations developed by CJJ are delivered to DOJ and the White House, as well as the Congress, in a manner that increases our members’ influence.

1.4) Build consensus and strategically collaborate with other organizations/ individuals of influence where issue areas support members’ views and CJJ can play a substantive and influential role.

- A. Current federal issue areas include:
 - » JJDPa reauthorization (as highlighted above).
 - » Restore and replenish federal appropriations and eliminate earmarks that undermine funding.
 - » Youth Promise Act and a more thoughtful and effective approach to gang abatement.
 - » Adam Walsh Act: remove juvenile registry requirements.

- » School engagement vs. exclusion.
- » Juvenile life without parole.

1.5) Revitalize Government Relations Committee “liaisons” and committee members’ capacity to engage and promote policy change in the states and at the federal level.

- A. Target and strive for active SAG-member liaisons in every state.
- B. Develop job descriptions for liaisons, to better serve the organization and its members’ goals.
- C. Map the SAG members and allied members to congressional districts of representatives/senators who are influential in supporting and advancing CJJ’s positions.
- D. Survey members and liaisons to get a better understanding of what they need, and how to craft and deliver tools and support:
 - » Provide policy tools on a predictable, frequent basis, such as quarterly alerts, “talking points” memos, training and technical assistance for SAG members, letter templates and action items, and other mechanisms of support to increase SAG member engagement with Congress, their governors and governors’ liaisons in Washington, D.C.
 - Create an updated Web portal where members and liaisons can access updated information.
- E. Develop regular opportunities for members to interact with their representatives on policy and practice issues at home, as well as during CJJ’s annual Hill Day.

1.6) No later than fall 2013, develop, publicize and advance a member-defined “2020 Vision for Optimal Federal Juvenile Justice Policy.”

- A. Create a work group to guide and develop a survey/feedback tool to gather members’ thoughts and ideas.
- B. Develop and gain approval for a member-informed framework for the “2020 Vision.”
 - » Seek input and dialogue between the Government Relations Committee and the CJJ Council of SAGs and Executive Board.
 - » Finalize, gain approval and publicize/promote the final vision.
- C. Develop a plan of action to elicit policy-change champions and leaders in the Congress and Administration to promote the vision and to put it into congressional policy language/legislation.

Goal #2: Strengthen SAG members and the state advisory system as defined in the JJDPa to be as effective and influential as possible.

STRATEGIES TO EMPLOY

- Because a more effective state advisory system can be a catalyst for deep systemic changes, CJJ will build a high-impact network of SAGs that is effective, connected and adds value to the juvenile delinquency prevention and intervention field.
- CJJ is well situated to connect SAGs and other agents of change to national, state and local experts and innovations that improve the status quo in juvenile justice. CJJ will stay attentive to the resources, expertise and innovations, including those developed by SAGs, that are beneficial to SAGs and the larger field.
- Peer leadership, networking and regional support offer a tremendous resource to CJJ. The challenge in this period will be to increase the value of CJJ members' support and resources offered to one another.

OBJECTIVES & EXPECTED KEY RESULTS

2.1) Serve as the standard-bearer on SAGs' best practices.

- A. Conduct an annual survey of the accomplishments of SAGs under their State Plans, particularly as they relate to effective compliance with JJDPa core requirements and purposes.
- B. Assist SAGs to promote examples of excellence to each other, other juvenile justice actors at the local, state and federal levels, policy makers and others who can help SAG-led efforts to become sustainable and institutionalized.
- C. Collect, index and create best practice models, policies and practices for SAGs, including effective stewardship of federal funds, meaningful ways to engage youth and families, policy and practice influence, etc.

2.2) Promote optimal SAG governance and operation.

- A. Develop capacity and an action plan to create a Best Practice Guide for SAG Effectiveness, including topics such as:
 - » SAG governance (leadership, bylaws, roles and responsibilities).
 - » Maximizing SAG member involvement in understanding and supporting compliance monitoring.

- » Capturing and promoting effective and comprehensive State Plans and DMC Plans.
- » Performance metrics for SAGs, including measures of SAG member influence, impact and ability to leverage additional public/private investments.

2.3) Create tools and materials to advance program goals or substantive issue areas.

- A. Produce or partner with others to develop Youth SAG Member best practice tools, addressing recruitment, engagement, retention and leadership training.
- B. Develop a toolkit addressing how to coordinate federal, state and private grant making for greater impact, including strategic use of SAG dollars/leveraging SAG investments for systemic reform.
- C. Explore and develop tools to assist SAGs work more effectively with administrative offices of the courts, state and local judges, individual judicial districts, court services professionals, probation and others to reduce court processing and detention.
- D. Create technical assistance and best practice documents focused on improving outcomes for youth charged with status offenses, including changes in policy and practice.
- E. Document and promote effective policies and practices in advancing JDAI and detention reform that can/should be supported by the SAGs.
- F. Document and promote effective policies and practices in resolving racial/ethnic disparities that can/should be supported by the SAGs.

2.4) Increase knowledge, resources and exchange among members.

- A. Hold an Annual Conference addressing SAG-defined content needs and goals, including an annual leadership event/meeting for the CJJ Council of SAGs (SAG Chairs and designees).
- B. Encourage and support voluntary leadership of Regions and SAGs that wish to host and finance Regional Conferences.
- C. Provide members with both formal and informal information-sharing and networking opportunities through in-person meetings, conference calls, regions and committees, listservs, Facebook and other means.
- D. Develop and publish a SAG-focused newsletter (CJJ e-Monitor) at least nine times per year to be delivered by email, emphasizing content on SAG needs, successes and challenges.
- E. Improve functionality, accessibility of SAG Source™. Revamp descriptions, indexes, etc.:
 - » Increase the quality and quantity of materials.

- » Increase communication about the value and types of resources housed on the site.
- » Upgrade multimedia functionality: webinars, video clips and other multimedia tools.

2.5) Increase and enhance SAG presence and role with governors and in the states.

- A. Promote the importance and role SAGs play in juvenile justice policy and practice in their states.
 - » Create tools to encourage and support SAG member engagement with key constituencies (governors, legislators, law enforcement, county officials, state advocates).
 - » Support increased media coverage highlighting the role and accomplishments of SAGs.
 - » Develop tools to help members become more influential in their states.
 - » Provide tools to help members optimize their roles as conveners and to stimulate interagency dialogue.
- B. Develop tools to enhance and support strategic engagement of SAG members with governors/staff.
- C. Encourage increased/standardized communication between SAG, governors and CJJ to inform and update on the current landscape and their role in advancing juvenile justice and delinquency prevention standards, policies and practices.
- D. Formulate and implement a plan on action for ways in which CJJ can have ongoing communication with governors' representatives in Washington for the benefit of the SAGs.

2.6) Develop and implement a "CJJ Ambassadors Project" employing well-prepared SAG member-volunteers to present CJJ updates, in-person, to SAGs.

- A. Design project plan and time frame that includes program goals, activities, ambassador criteria and expectations, and evaluation process.
- B. Identify and engage SAG members as "Ambassadors," within the four CJJ Regions, able to travel to other states and attend monthly informational calls:
 - » Develop a system of communication (written and via conference calls) for "Ambassador Updates."
 - » Promote the opportunity for SAGs to invite a "CJJ Ambassador" to attend their SAG meetings and offer support and information from CJJ.
 - » Provide specialized outreach to SAGs that are under travel restrictions and/or to new Chairs and new members who may be in greater need of support and information.
 - » Implement methods of evaluating the effectiveness of the program and to recognize the "Ambassadors" for volunteering.
 - » Implement a system to renew and refresh the ranks of the "Ambassadors" annually.

Goal #3: Strengthen and build greater capacity for CJJ as an institution.

STRATEGIES TO EMPLOY

- To achieve its vision, CJJ will continue to strengthen its infrastructure and provide its members and field allies with strong programming.
- CJJ will manage its resources efficiently.
- CJJ will continue to diversify its resources, including working to regain federal government support, along with a mix of funding sources from the private and state/local sectors.
- CJJ will build and guard a Reserve Fund.
- Through an annual systemic review of its performance and lessons learned, CJJ will assess its progress and course-correct as necessary.

OBJECTIVES & KEY EXPECTED RESULTS

3.1) Improve resource development capacity and further diversify financial resources.

- A. Develop and implement a Web-based giving program for CJJ's website and Facebook page.
- B. Explore and implement ways to add grant development staff support for the CJJ Executive Director and Board.
- C. Build additional earned income/unrestricted income strategies.
- D. Develop and guard a Reserve Fund.
 - » Establish and make annual investments into a Reserve Fund, at a rate equivalent to at least two-months' expenses.
 - » Guard the fund so that it is a priority and cannot be spent down.
 - » Encourage donors to give to the Fund.
- E. Increase and further diversify funding sources:
 - » Private funding/foundations
 - » Federal contracts
 - » Individual donors
 - » Board and members
 - » Conference sponsorships

- » Special events/campaigns.
- » In-kind/voluntary contributions.

F. Explore longer-term cultivation of new funders.

3.2) Build on core capacities and address organizational needs.

A. Strengthen staff capacities:

- » Provide stronger work plans and documentation of progress toward work objectives for individuals and projects.
- » Provide team building activities for staff.
- » Provide skill enhancement opportunities for staff.
- » Develop a stronger internship program across projects.

B. Further enhance the core functionality of the office, including fiscal management, personnel and IT.

C. Build a significant individual and organizational membership base to complement and augment the SAG member base.

3.3) Strengthen Board capacity.

A. Conduct an annual Board self-assessment, and work with the Board to respond with development and action plans.

- » Develop and implement clear expectations and roles for Board members, including roles for resource development.
- » Provide annual Board orientation and skill enhancement opportunities.

B. Request that the Board finance and organize its own annual Board-staff planning retreats.

C. Support recruitment and retention of Board members via elections and appointments.

D. Increase Board involvement in promoting the programs and projects of the organization and helping all members to fully understand CJJ's value and scope of work.

3.4) Improve data collection for organizational assessment.

A. Create and implement a transparent, accessible dashboard for work planning, listing objectives met and pending.

B. Develop metrics to evaluate the quality, member receptivity and impact of all staff, Board and committee/member functions of CJJ.

C. Document the work of the organization, annually and post-audit, in a public progress report delivered to members, funders, prospective funders and partners.

3.5) Enhance and deepen CJJ partnerships.

- A. Develop strategic partnerships with public and private organizations to leverage reach, expertise and resources.
- B. Build on current partnerships with reform-minded organizations at the national and state levels:
 - » John D. and Catherine T. MacArthur Foundation’s Models for Change Initiative
 - » Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative
 - » National Juvenile Justice Network
 - » Public Welfare Foundation
 - » Multi-State Juvenile Justice Reform Campaign
 - » Others
- C. Monitor and identify opportunities to develop new alliances and to advance progressive juvenile justice reforms.

3.6) Develop a platform for CJJ to support caucuses/affinity groups involving its members and others.

- A. Determine the feasibility, structure and goals for CJJ to support caucuses/affinity groups, which could include CJJ members and others across disciplines (legislators, judges, law enforcement, defenders, etc.) or interest areas (transfer/waiver, DMC, behavioral health, prevention, gang abatement, etc.).
- B. Effectively launch, support and maintain such groups.
 - » Develop outcome goals or work products to be generated by these groups.
 - » Staff and fund to be effective.
 - » Pilot test and refine as needed.

SECTION IV. ISSUE AREAS

CJJ works across multiple systems and issue areas to reduce juvenile delinquency, prevent youth involvement with the justice system, keep youth out of institutions and improve outcomes for youth and their families. Therefore, CJJ will actively advance multiple issues, including:

- Promoting alternatives to formal system involvement.
- Increasing use of alternatives to detention/incarceration.
- Reducing out of home placements.

- Eliminating racial/ethnic disparities in the justice system.
- Promoting use of youth development principles and practices.
- Advocating use of age-appropriate and safe sanctions.
- Promoting comprehensive and data-supported interventions.
- Supporting enhanced accountability mechanisms to advance public safety and positive outcomes for youth, families and communities.
- Opposing policies and approaches proven to be harmful, involving excessive punishment and/or extreme sentencing.
- Promoting effective policy and practice for youth re-entry and transitions from court involvement/justice system involvement into family and community life.

SECTION V. LOOKING FORWARD: PROSPECTIVE AREAS OF NEW WORK

The following are prospective areas of new work that warrant exploration. For now, they are ideas and functions which would require new staffing capacities and skill sets and/or partnerships, as well as significant new financial resources in order for CJJ to implement.

Many are asking CJJ to consider how to be bolder and more impactful. Yet, throughout this process a big question raised was the extent to which CJJ can effectively and sustainably play multiple roles as a national association given its slim budget and over-extended staff. A significant number of respondents perceive that CJJ is already spread too thin and that quality and creativity and productivity suffer.

It is the charge of the CJJ Board to determine if CJJ's organizational development priorities will move in these directions and, if so, what it would take to succeed in doing so.

Specialized Training and Technical Assistance: Many members would like CJJ to provide specialized training and technical assistance (TTA) tailored to state needs, interests and State Plans. It has been on the drawing board for several years to develop a business model for a Peer-to-Peer SAG Training and Technical Assistance Network in absence of significant federal funding. One key question is whether states will value such TTA enough to pay for it at a level which will make it feasible and sustainable for CJJ. Such an effort requires dedicated staff time to identify, coach and support SAG members and state staff with particular areas of expertise, and an ability to enable their work in other jurisdictions. It also requires that CJJ develop and implement an administrative infrastructure and marketing/promotional strategy. It is envisioned that TTA could be provided at varying levels of intensity – remote access, online, in person and through sustained consultation/presence. In addition, the CJJ Executive Director will continue to seek major federal funding support to restore TTA functions to CJJ.

Message and Media: It is widely felt that CJJ would be more impactful by increasing its media outreach/communications to educate the public and policy makers about juvenile justice and delinquency prevention concerns and successes. CJJ has a basis from which to strengthen its capacity in this area having conducted media outreach and SAG-level media training in the past. Yet, at this point in time, CJJ would need new resources to support dedicated staff/consultant time to design and implement a well-honed and persuasive general communications and public media program. In the meanwhile, select staff and Board members will continue to respond to media inquiries and to seek media coverage of core CJJ/member concerns.

Research-to-Practice Capacity: Respondents suggested that CJJ could be stronger if it develops a research-to-practice capacity through additional staff and/or partnerships. There is great need to advance the “science” of juvenile justice reform and delinquency prevention to show “what works,” to evaluate the work begin done by the SAGs and other partners to capture such information in publications, reports, webinars, training sessions, etc. Here, too, planning and staff capacity is needed to launch in this new direction.

SECTION IV. SUPPORTING INFORMATION AND ACKNOWLEDGEMENTS

HIGHLIGHTS OF PRIOR ACCOMPLISHMENTS: 2005-2010

CJJ has used its staff and member resources very well during the past Strategic Plan period, from 2005-2010. This was a time when the financial footing of CJJ was rocked by uncertainty following the complete loss of long-standing federal funding support for the organization’s work with its member-SAGs. During and since, CJJ has found itself marginalized and no longer relied upon as a partner of significance with OJJDP. Ordinarily, loss of more than 80 percent of an organization’s budget, loss of a principal partnership and political marginalization would shut an organization down. However, CJJ rallied its members, developed new partnerships, strengthened its operations, revitalized its staff and Board and stayed true to its mission.

STRATEGIC GOALS FOR 2005-2010

Goal 1: Be the national voice for state and federal standards of juvenile justice practice and policy.

During this period, CJJ members developed and approved new, formal positions in the following areas to add to the seven positions previously crafted and approved from 1983-2005, as follows:

- Consideration of Age and Development as Mitigating Factors in Sentencing Juveniles
- Eliminate Federal Earmarks on Juvenile Justice Programs
- Eliminate Juvenile Life without Parole Sentence

- Ensuring School Engagement and Success vs. Exclusion for Youth at Risk of Delinquency
- Remove Federal Juvenile Sex Offender Requirements (Adam Walsh Act)

CJJ also built strategic alliances and collaborations with national, state and local organizations and agencies, as directed by the strategic plan. Notable examples:

- Greater outreach to states and SAGs.
- Fiscal sponsor and primary partner to the National Juvenile Justice Network.
- Developed and co-chaired the “Act-4-JJ Campaign” for reauthorization of the JJDPA.
- Co-chair of multi-organization National Juvenile Justice and Delinquency Prevention Coalition (NJJJPC).
- Active member of the National Collaboration for Youth of the National Human Services Assembly.

Another key objective under this goal was to develop, cultivate and strengthen relationships with policy makers and their staff. Here, too, CJJ was successful in rebuilding and strengthening relationships with congressional offices – especially the committees of jurisdiction for JJDPA reauthorization and juvenile justice appropriations. Both pre- and post-election, CJJ made a special point to build new and renewed ties to the federal administration and the White House.

Goal 2: Support and facilitate state and local systemic reform and change within juvenile justice.

A key objective during the 2005-2010 strategic plan period was to build and enhance the capacity, knowledge and skills of CJJ members. CJJ undertook activities to promote knowledge in the core issue areas mentioned above, through a range of vehicles. Activities aimed at promoting systemic reform included CJJ’s annual national training conferences, held faithfully each year. Several of CJJ’s regional coalitions were able to voluntarily host at least one regional event each year. CJJ also bolstered efforts to host long-distance/remote learning activities and improve its online presence. During these years, CJJ revamped its website, initiated the online resource center SAG Source™, and fortified its monthly newsletter delivered by email.

The following eight publications (in print and electronic form) were produced and broadly disseminated by CJJ:

- *Childhood on Trial: The Failure of Trying and Sentencing Youth in Adult Criminal Court*, 2005, funded with a grant from the John D. and Catherine T. MacArthur Foundation.
- *Applying Research to Practice Brief: What Are the Implications of Adolescent Brain Development for Juvenile Justice?* and *Emerging Concepts Brief: What Are the Implications of Adolescent Brain Development for Juvenile Justice?*, 2006.
- *Best Practice Bulletin: Supporting Juvenile Detention Reform in JJDPA State Three Year Plans and State-Level Detention Reform: A Practice Guide for State Advisory Groups*, 2007-2008, funded with a grant from the Annie E. Casey Foundation.
- *A Pivotal Moment: Sustaining the Success and Enhancing the Future of the Juvenile Justice*

and Delinquency Prevention Act, 2009, funded with a grant from the Public Welfare Foundation.

- *The CJJ Youth Manual: A Resource for New and Continuing Youth State Advisory Group Members, 2010.*
- *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development, 2010, contributed to CJJ by Jeffrey A. Butts, Ph.D. and his colleagues.*

In keeping with the 2005-2010 Plan, CJJ promoted and advocated for more research and implementation of evidence-informed approaches. Notable examples include CJJ partnerships with:

- Juvenile Detention Alternatives Initiative (JDAI) of the Annie E. Casey Foundation.
- Models for Change System Reform Initiative of the John D. and Catherine T. MacArthur Foundation.

Goal 3: Ensure a stable and sustainable structure for CJJ.

During this period of financial crisis, CJJ successfully altered its posture from being primarily government funded to being funded through private foundations, memberships, partnerships and other sources. CJJ also cut costs, created efficiencies, professionalized its staff and updated its bylaws and governance structure to conform to nonprofit norms and future needs.

CJJ has strengthened its communication with members and constituents. Specific protocols and practices were put in place to do so, including the following:

- Twice annually, all members receive updates from the Executive Director and National Chair.
- Regular correspondence with member SAGs.
- At least once a year, CJJ convenes the Council of SAGs as a policy-setting body for the organization (more often if needed and possible).
- CJJ Executive Board meets monthly.
- CJJ financed its annual spring conference and member meeting through non-governmental sources.
- States/SAGs stepped up to once again host and implement regional meetings.
- CJJ's member listservs and Web-based directory of state members is continuously updated and refreshed.
- Leadership committees are larger and more active.
- Regular correspondence with all donors, both individual and foundations.
- In 2008, CJJ undertook a special initiative to honor its 25th Anniversary year and to reconnect with many former national CJJ leaders and awardees.
- In 2010, CJJ produced its initial nonprofit progress report and will continue to do so each year.
- CJJ has greatly enhanced and reorganized its data management during this period.

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Carlos Hendricks-Verdejo (New Jersey), Chair of the Strategic Planning Committee
Nancy Gannon Hornberger (CJJ - Washington, D.C.), Co-Chair of the Strategic Planning Committee
Bernardine Adams (Louisiana)
Abby Anderson (Connecticut)
Rodney Cook (Oregon)
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Melody McCray-Miller (Kansas)
Cecely Reardon (Massachusetts)
Kenneth Schatz (Vermont)
David Schmidt (New Mexico)

CJJ EXECUTIVE BOARD AND INTERVIEWEES: In addition to the nearly 300 people who responded to CJJ's Strategic Planning Survey, the following groups and individuals agreed to be interviewed by members of the Committee. We are indebted to them for providing their insights, creative ideas and concerns:

Shay Bilchik, Georgetown University Center for Juvenile Justice Reform
Noah Bookbinder and Chan Park, Office of U.S. Senator Patrick Leahy
Tim Briceland-Betts, Child Welfare League of America (CWLA)
Sarah Bryer, National Juvenile Justice Network (NJJN)
Jeffrey Butts, John Jay College, City University of New York
Betsy Clarke, Illinois Juvenile Justice Alliance
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Bart Lubow, Annie E. Casey Foundation

Katayoon Majd, Public Welfare Foundation
Laura Nissen, Reclaiming Futures
Miriam Rollin, Fight Crime Invest in Kids
Liz Ryan, Campaign for Youth Justice
Bob Schwartz, Juvenile Law Center
Mark Soler, Center for Children’s Law and Policy
Greg Thompson, OJJDP State Relations and Assistance Division

CJJ EXECUTIVE BOARD MEMBERS WHO DID NOT SIT ON THE COMMITTEE, BUT WERE INCLUDED IN THE INTERVIEWS:

Deirdre Garton (Wisconsin)
Linda Hayes (North Carolina)
Robin Jenkins (North Carolina)
Michael Mayer (Minnesota)
Brad Richardson (Iowa)
Gina Wood (Virginia)
CJJ National Youth Committee Members
CJJ Staff

PLAN WRITERS: Alexa Aviles, our consultant, pulled together the findings and input to write a cohesive plan reflecting CJJ’s strengths, needs, goals, tasks and bright future. In doing so, she worked closely with Nancy Gannon Hornberger, CJJ’s Executive Director.



About the Coalition for Juvenile Justice (CJJ)

CJJ envisions a nation where fewer children are at risk of delinquency; and if they are at risk or involved with the justice system, they and their families receive every possible opportunity to live safe, healthy and fulfilling lives.

CJJ is a nationwide coalition of State Advisory Groups (SAGs) and allies dedicated to preventing children and youth from becoming involved in the courts and upholding the highest standards of care when youth are charged with wrongdoing and enter the justice system.

CJJ members include concerned individuals, practitioners, advocates and youth who voluntarily serve at the state and national levels. CJJ is governed by an Executive Board of national and regional officers. All of CJJ's formal positions on policy and related matters are developed and approved by a super-majority of the CJJ Council of State Advisory Groups (SAGs). The Council comprises the Chairs or Chair-designees of SAGs holding membership in CJJ.



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